



DIVERSIFYING MARIN'S EDUCATOR WORKFORCE

Shifting the System - Recruitment and Hiring

A Case Study Learning Brief

All students, regardless of race, ethnicity, zip code or financial circumstance have a better chance of reaching their full educational potential when they have access to a culturally responsive education created by racially diverse educators. Through a case study approach this Learning Brief explores some promising systemic shifts identified by Partners in the Marin Educators for Equity Initiative (MEEI).

- Click [HERE](#) for the Learning Brief
- Click [HERE](#) for more about MEEI

Sausalito Marin City School District

SMCSD's Dr. Martin Luther King Jr. Academy, the newly unified one-school, two-campus district has: fulfilled the State Attorney General's order to desegregate; merged the facilities, families and faculty of a 400 student independent Charter school, Willow Creek Academy with a 119 student public neighborhood school, Bayside MLK; supported some of the county's most vulnerable children to weather the pandemic storm; and dramatically increased the diversity of its staff.

- Click [HERE](#) to read more about SMCSD
- Click [HERE](#) and [HERE](#) to listen to Podcasts about the desegregation process.



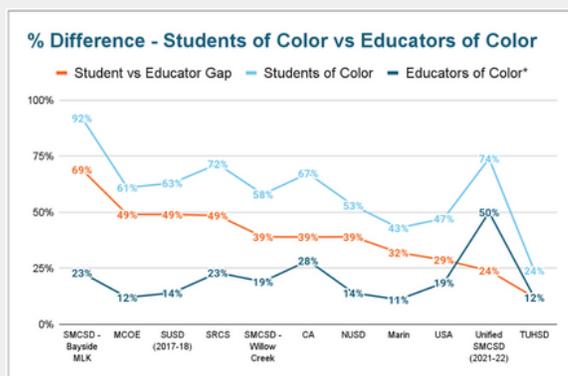
Dr. Martin Luther King Jr. Academy Locations

- Phillips Campus (MC)
- Nevada Campus (Saus)

District Boundary
 School sites

What Is the Data Telling Us?

Challenges



In Marin ...

43%
BIPOC Students

11%
BIPOC Educators

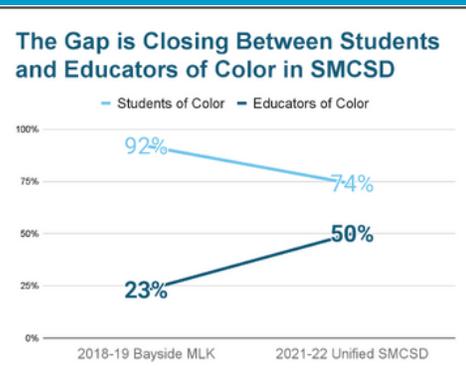
32%
Disparity

465
More BIPOC Educators needed to close the gap

Click [HERE](#) to explore the Data

All students, especially students of color, benefit when they have an opportunity to learn from BIPOC educators. "Unfortunately, the diversity of the national [state, county, and district] public school teacher workforce does not reflect the diversity of the student population" Edsource

Bright Spot



Over the last three years (2019-20 to 2021-22) SMCSD has quadrupled its teachers of color (3 to 12). BIPOC educators are now about 50% of the workforce.

66% of the district's key administrative positions (2 of 3) are also now held by BIPOC educators (superintendent and principal). And, the district has dramatically increased the number of BIPOC candidates applying for each job opening (>25 per opening).

Click [HERE](#) to see the data in the Brief

What is causing the disparity?

Key Factors

Partners engaged in MEEI know the importance of increasing the number of BIPOC educators in their district. However, simply having the will does not necessarily mean you have found the way. Here are some of the factors that continue to hold inequity in place and that have, to date, prevented shifts in practices, policies, resources, power structures, relationships, and hearts and minds.

- Limited local workforce pool of BIPOC candidates - only 32% of Marin's workforce age population are people of color (2020 Census)
- Only 8% of Marin's educator workforce, turns over each year. This limits the rate at which the demographic can change over time.
- The lived experience of the person doing the recruiting and hiring matters.
- Traditional, linear, written applications "gatekeep" and limit in-person screening.
- First things first - Workplace culture matters to prospective employees.
- Marin's cost of living, especially housing, is a major barrier.
- Limited local training and development pipeline.
- You can't improve what you can't see - robust, disaggregated shared data is an important element in continuing to improve all pathways into the profession.

What's the Solution?

Lessons Learned from SMCS and MEEI

Making bold, systemic shifts that change the status quo, takes courage, passion, and dedication. And, while not every district is going to have the lived expertise of a BIPOC leader like Dr. Garcia, some, but not all, of the insights he shares in the Learning Brief can be applied across the county.

Each of the shifts described in the full Learning Brief come with concrete examples and quotes from Dr. Garcia as well as a list of tangible practices and resources to help you with implementation. Click [HERE](#) to read the full Learning Brief and resources.

Shift #1

Partner with people of color in the recruitment, screening, and hiring process. BIPOC hiring partners will bring implicit knowledge and relatability.

Shift #2

Use multiple measures and methods, not just written applications, in evaluating candidates. "There is a lot of implicit bias in screening out through the written word," noted Dr. Garcia.

Shift #3

Establish trusting relationships with BIPOC professional networks, community groups, and credentialing programs that are authentic, reciprocal, multifaceted partnerships that support the overall equity work of the district.

Shift #4

Start with the end (retention) in mind. Recruitment and hiring starts long before you have a job opening so make sure you are a place where BIPOC educators want to work. As Dr. Garcia points out, "You have to have a top to bottom full inclusion model"

Shift #4

Be a visible equity champion. Know your "why" and tell your equity story, early and often. Your equity journey and stance need to be authentic, not just a tool in the hiring process.

Our Vision. Their Future.

Over 100 Marin Promise Partners - community leaders, organizations, and public institutions - believe that all children can reach their full educational potential regardless of race, ethnicity, or family income. Yet systemic inequities unfairly limit what's possible for many children of color and families living in poverty. Through a network-of-networks approach, in which regional collaboratives are linked together within a larger countywide Partnership, a unique and exciting strategy has emerged with unprecedented potential to achieve educational equity in Marin all along a child's cradle-to-career journey.

Lasting change will result when organizations come together to take action.

To view resources and materials on this subject please visit:
www.marinpromisepartnership.org

What's Next?

- Click [HERE](#) to read the full Brief.
- Click [HERE](#) to learn more about MEEI.
- Click [HERE](#) to contact Robin Pendoley, the Initiative Facilitator.
- Click [HERE](#) to explore the interactive data.
- Click [HERE](#) to view the additional resources.